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ANNUAL REPORT

OF THE

Alberta
PUBLIC SERVICE
COMMISSION

for the year ended December 31st, 1958

EDMONTON, ALBERTA

1958

Printed by L. S. Wall, Printer to the Queen's Most Excellent Majesty



ANNUAL REPORT

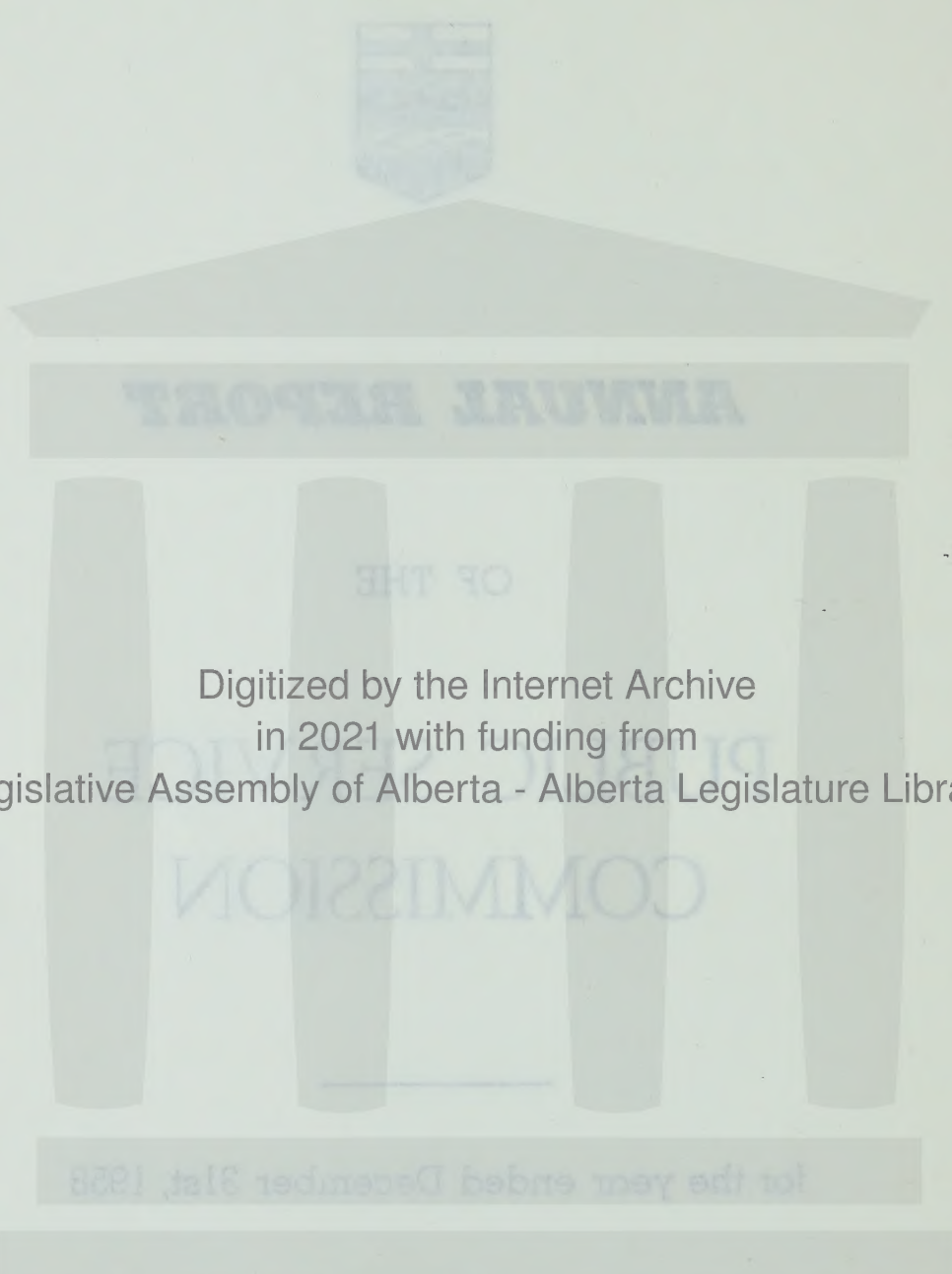
OF THE

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ANNUAL REPORT

1958

PUBLIC SERVICE COMMISSION

AND THE SUGGESTION AWARD BOARD FOR 1958

Edmonton, Alberta.

January, 31st, 1959.

The Honourable E. C. Manning,

President, Executive Council.

Honourable Sir:

I have the honour to submit herewith the Annual Report of the Public Service Commission and also the Annual Report of the Suggestion Award Board for the year ended December 31st, 1958.

J. H. HOLLOWAY,

Chairman.

ANNUAL REPORT

of the

PUBLIC SERVICE COMMISSION

FOR THE YEAR ENDED DECEMBER 31st, 1958

During 1958, although the Public Service Commission as a body was relatively inactive, the administrative duties of the Chairman, the Director of Personnel and the Commission's staff increased both in scope and volume. From the broader standpoint, the year was noteworthy for the re-examination which was given to the organization and practices of personnel administration in the public service, anticipating the introduction of various measures for the improvement of personnel administration as envisaged in the provincial government's announcement of its five-year plan. Having regard to the fact that any such measures are of concern to both employer and employees, this re-examination was conducted in some detail through the medium of the Joint Council so that the effects of any contemplated re-organization could be visualized by representatives of both management and staff.

Meanwhile, the major project of reviewing the classification of positions throughout the service was carried on by the Commission's classification staff. Good progress was made and it is expected that this work will be substantially completed by the early summer of 1959.

The year was also marked by the granting of a general pay increase to all full-time provincial employees which, on July 1st, 1958, had the effect of raising pay scales and monthly salary rates by amounts ranging from \$20.00 at the lower levels to \$50.00 for senior positions up to the rank of deputy minister.

At the 1958 session of the Legislative Assembly, The Public Service Act was amended to authorize the establishment of a suggestion award plan in the public service. Regulations governing the operation of the suggestion award plan, as well as new regulations governing educational leave and amendments of other regulations were made during the year.

Recruitment, Appointments and Promotions

In this section of the report, reference is made only to employees who are under the administrative purview of the Director of Personnel—that is, those whose positions are classified under the General Salary Schedule. The recruitment, appointment and promotion of employees whose positions are classified under departmental schedules are administered directly by the departments concerned, and records pertaining to these employees are not kept by the Commission.

At the end of 1958, there were 5,248 employees under the Director's purview, representing an increase of 305 over the figure for the end of 1957. The annual increases for 1955, 1956 and 1957 were 268, 347 and 334 respectively. The increase of less than six per cent in 1958 is appreciably below the annual average of nearly eight per cent for ten years since the war. It is to be expected, however, that the initiation of the government's five-year programme will bring about a renewed expansion of staffs in 1959.

It is estimated that in addition to the employees under the Director's purview, the number of full-time institutional and industrial employees under the direct control of various departments now approaches 5,000.

During the year, 622 vacancies in the service were filled by promotion. The number of new employees recruited from outside the service to fill positions under the Director's purview was 1,180, as compared with 1,463 in 1957. While considerably fewer vacancies were thus filled, there was a marked increase in the number of persons seeking employment with the provincial government. Personal applications, nearly all for unspecified positions, were made at the Director's office by 4,930 persons, as compared with 4,021 in 1957. In addition, a correspondingly large number of enquiries and applications were received by mail.

Newspaper advertising of vacancies, supplemented by notices published in various trade and professional publications, remained the main method of recruiting new employees from outside the service. During the year, 59 specific vacancies were thus advertised, and general advertising for stenographers was published on several occasions.

The number of married women employed in the public service continued to increase during 1958, although fewer were recruited from outside than in 1957. At the same time, fewer married women resigned in 1958 than in 1957, so that the net effect was an increase in their numbers from 811 at the end of 1957 to 913 at the end of 1958. The latter figure represents 37.4 per cent of the total number of females then being employed. Comparative figures for the past three years are as follows:

	1956	1957	1958
Number of women retained after marriage	107	107	143
Number of married women recruited	394	358	243
Number of married women who resigned	329	353	284
Number of married women employed at end of year	701	811	913
Married women employed at end of year as percentage of total female employees	31.5%	34.2%	37.4%

Table I shows the statistics for the year with respect to recruitments, promotions and staff numbers in the various departments.

Staff Losses

The above figures respecting married women, together with a reduction from 973 in 1957 to 723 in 1958 for the total number of females recruited from outside the service, signify a marked drop in female staff losses. The staff turnover rate fell to 26.7% from 32.5% in 1957—a further reduction from the 1956 peak figure of 38%—and it is fairly evident that the reduction was more marked among female employees than among male employees.

Although the reduction in total resignations from 1,543 in 1957 to 1,330 in 1958 was not as large as might have been expected in view of general employment conditions, the fact that our staff loss-rate last year fell to two-thirds of what it was two years earlier is nevertheless gratifying. This improvement in staff stabilization is most noticeable among permanent appointees, and is attributable mainly to two factors—the relative scarcity of other jobs outside the service and the improvement in service pay scales which resulted from the general adjustment of July 1st, 1958.

Table II shows by departments the staff losses for 1958. Table III shows the reasons given for permanent staff resignations.

Classification and Pay

In February, 1958, the Executive Council gave its approval in principle to the scheme and procedure for the classification of positions in the service which had been recommended by the Public Administration Service consultants who were engaged in 1957, and the Commission's Classification staff accordingly began a classification survey on those lines covering all full-time positions in the service below the rank of deputy minister.

The objects envisaged in carrying out this survey are as follows:

1. To classify positions throughout the service on the basis of similarity of the nature of their duties, requisite qualifications and level of responsibility, and to allocate each position to its appropriate class.
2. To establish for each class a scale of pay based on generally prevailing rates with due allowance for pensions and other fringe benefits, utilizing a single salary schedule which will supersede the various separate schedules now in use.

This project entailed a review of the duties of some 9,000 positions, and it is expected that by the early summer of 1959, a classification plan providing for the establishment of less than 400 classes to which these positions may be allocated, as well as a pay schedule showing the pay range for each class, can be submitted for approval by the Executive Council. If the basic classification and pay plan is adopted, the allocation of positions to their classes will then be made, with provision for appeal by employees who may consider their positions to have been incorrectly allocated. The pay scale provided by the schedule for each class will then apply to the incumbents of the various positions and any necessary adjustments in salary rates would be made in accordance with such rules as may be laid down by the Executive Council.

In view of the present generally favourable standard of pay for most classes of personnel in the service, it is likely that most adjustments to be made upon adoption of a new classification and pay plan would be minor and that the total amount of the service payroll would remain much the same as before. The general increase granted on the 1st of July, 1958, in effect anticipated broadly the consequences which would otherwise have been brought about at a later date by adoption of a new classification and pay plan, and as matters stand now, the pay scales for most classes would probably not be changed, while the remainder would be subject in about equal numbers to upward or downward adjustment. The manner in which these adjustments would be made has yet to be decided upon and presumably will be a question for negotiation through the Joint Council if and when the basic classification and pay structure has been approved.

In 1958, further arrangements with other provincial public service commissions, civic personnel offices and other employers were made for the continued exchange of data on classification and pay rates. On the basis of the information so obtained and that provided by the provincial Bureau of Statistics on pay rates prevailing among private firms within the

province, the Commission's classification staff is now able to make a close determination of what represents an equitable salary level for most classes of positions in the service.

During the year, new positions were classified and existing positions were re-classified under the General Salary Schedule in the numbers shown below:

Department	New Positions Classified	Existing Positions Reclassified
Agriculture	11	—
Attorney General	28	25
Audit Office	12	—
Economic Affairs	26	1
Education	52	6
Executive Council	1	—
Highways	26	9
Industries and Labour	20	6
Lands and Forests	34	10
Mines and Minerals	9	3
Municipal Affairs	30	30
Provincial Secretary	4	5
Public Health	33	4
Public Welfare	23	2
Public Works	19	19
Treasury Branches	10	1
Treasury	22	4
	—	—
Totals	360	125

Hours of Work and Attendance

No changes were made during the year in the weekly hours of work or the rules governing overtime worked by employees in the Public Service.

As compared with 1957, there was an improvement in 1958 in the rate of absenteeism among public service personnel. The per capita time lost was 6.44 days, of which 4.69 days were allowed with pay.

Table IV shows by departments the total and per capita time losses of employees whose attendance is under the purview of the Director of Personnel.

Service Rules and Regulations

Leave of Absence for Training Purposes

In 1958 the Joint Council agreed that specific rules should be made to establish the terms and conditions under which employees in the Public Service could obtain leave from duty for the purpose of taking courses of specialized training provided by the universities and other institutions. The Executive Council accepted the Joint Council's recommendations in this connection, and Order-in-Council 1082/58 was passed on July 22nd, 1958, setting out Rules Governing Educational Leave. (See Appendix A).

Under these rules, leave with full pay or part pay to be taken in 1958 and/or 1959 was granted to 4 employees of the Department of Agriculture for a total of 26 months' absence, to 1 employee of the Department of Economic Affairs for 3 days' absence, to 7 employees of the Department of Education for a total of 14½ months' absence, to 1 employee of the Department of Highways for 9 months' absence, to 6 employees of the Department of Lands and Forests for a total of 26 months' absence, to 4 employees of the Department of Health for a total of 12 months' absence, and to 2 employees of the Department of Public Welfare for a total of 14 months' absence. These employees are nearly all professional personnel who are taking post-graduate or special graduate courses at various universities. One employee of the Department of Industries and Labour was granted 12 months' leave, and one employee of the Department of Lands and Forests was granted 7 months' leave for educational purposes, in both cases without pay or other government aid.

Disciplinary Procedure

Following discussions conducted by the Joint Council in July to September, 1958, the Commission drafted revised rules governing the disciplinary procedure to be followed in cases of misconduct, neglect of duty, etc. These rules, (which appear in Appendix B of this report) were approved by the Executive Council and became operative on October 23rd, 1958, superseding the rules which had been made in 1955 (Appendix AA, 1955 Commission Report).

During the year, four employees presented appeals against dismissal, and their cases were investigated by appeal committees. The Chairman of the Commission served as a member of the appeal committees which dealt with three of these cases, and the Director of Personnel served on the fourth. One employee's dismissal was subsequently confirmed, two were transferred to other positions following penalization by suspension without pay, and the fourth was reinstated without loss of pay.

Holidays and Sick Leave

On September 10th, 1958, following representations made by the Civil Service Association, the Commission was instructed to draft amendments of the Holiday and Sick Leave Regulations to provide for the granting of sick leave with pay and pay in lieu of annual holidays to part-time employees in the public service. These provisions, which became effective on October 1st, 1958, under Order-in-Council 1361/58, appear in Appendix C of this report.

By Order-in-Council 1736/58, Regulation 9 was deleted from the general Regulations Governing Holiday Leave, effective January 1st, 1958. This regulation had provided for the forfeiture of holiday leave for the current year by any employee who is dismissed for cause.

Personnel Administration Organization

In January, 1958, the Public Administration Service consultants who had been engaged in 1957 to study and report on classification and personnel management in general, submitted to the government their recommendations on the latter of those two subjects. Their report reviewed the present status and functions of the Commission and the Joint Council and

their relationship to the Executive Council in matters of personnel administration, and made the following observations and recommendations:

Policy decisions on such matters as salaries, basic recruitment and selection principles, working conditions, employee benefits, etc., should continue to be made by the Executive Council, following staff work by a permanent personnel agency and after hearing the point of view of the employees as reflected through the staff association.

Department heads should have responsibility in appointments, promotions and disciplinary actions affecting the employees under their control. They should be consulted with respect to proposed classification actions affecting their departments.

There is a need for a body representing employer and employees to consider staff grievances and appeals in cases of serious disciplinary action and alleged unsound classifications. The Joint Council is the logical body to perform those functions. Its establishment, hitherto permitted by the Act to be effected by order-in-council, should be required by statute.

Most of the functions assigned by the present Act to the Commission are of an administrative and technical nature. A collective body such as the Commission is not the kind of body best suited to perform them. As any matters requiring deliberation as to principles and policy by a collective or joint body are best dealt with by the Joint Council and the Executive Council, the Commission as a body should be abolished, and its administrative, technical and advisory duties should be assumed by a suitably organized central personnel office headed by a Public Service Commissioner.

The Commission and its staff now perform the following administrative and technical duties: the custody and maintenance of staff records; the policing of attendance and leave and the application of salary regulations; the advertising of vacancies and the recruitment and selection of appointees to clerical and other positions; the classification of positions; general pay research; the preparation of staff regulations and executive orders relating to personnel. The Commission's staff, under the direction of the Public Service Pension Board, also administers employee pensions. (The operation of a suggestion award plan has since been added). The Commission is not organized to deal with staff training; this is left to the departments, where it has been developed only for a few categories of technical personnel. The Commission's recruitment activities and selection procedures are weak; for recruiting, newspaper advertising is mainly relied upon, and in the selection process, tests and examinations are rarely applied, appointees being chosen mainly on the basis of their educational and experience records. The central personnel agency should be equipped with the necessary staff and resources to correct these deficiencies, and would best be organized under the Public Service Commissioner in three divisions dealing respectively with (1) recruitment and selection, (2) classification and pay, (3) staff records, staffing transactions and pensions.

On June 12th, 1958, the Executive Council held a meeting with the Provincial Executive of the Civil Service Association of Alberta and the Public Service Commission for the purpose of discussing personnel policies and practices and exchanging views on various suggestions for their improvement which had been discussed by the Joint Council. The Joint Council and the Chairman of the Commission were subsequently asked to study the Public Administration Service report, and also to give consideration to ways and means of providing for some form of centralized purview over staff establishments and staff organization in the various departments and to submit proposals to the government. During the succeeding months the Joint Council and the Chairman evolved a re-draft of The Public Service Act which incorporated most of the measures recommended in the Public Administration Service report and contained new provisions, with respect to classification, staff organization and staff establishments. This document was substantially completed by the end of the year and it was anticipated that it could be presented to the Executive Council as a pattern for new legislation to be considered at the 1959 session of the Legislative Assembly.

Other Activities

As in previous years, the Commission gave assistance and advice from time to time to the Research Council of Alberta, the University of Alberta and the University Hospital in matters relating to personnel, mainly in connection with classification and pay.

Liaison with other Canadian public service commissions was continued and extended and numerous exchanges of information and views on various aspects of personnel administration were made with them.

On August 1st, 1958, the Suggestion Award Board began its operations under the chairmanship of the Chairman of the Commission. A separate report of that Board's activities appears in Appendix D.

The Chairman attended all but one of the Joint Council meetings held during the year. Regular meetings of the departmental personnel officers were held and were attended by a Commission member or representative.

We wish to record again our appreciation of the generally harmonious and amicable relations which have prevailed in our contacts with the Executive Council, the Joint Council, the senior officers of the departments and the Civil Service Association. For their co-operation and support we are most grateful.

J. H. HOLLOWAY,
Chairman.

K. C. SWITZER,
Member.

F. D. BETTS,
Member.

TABLE I
RECRUITMENTS, PROMOTIONS AND STAFF TOTALS, 1958
OF EMPLOYEES UNDER PURVIEW OF THE DIRECTOR OF PERSONNEL

Department	Number of Positions Filled by Recruitment		Number of Positions Filled by Promotion		Number of Positions Filled by Interdepartmental Transfers		Total Appointments		Full-time Staff Numbers as at December 31st, 1958.	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Agriculture	57	65	7	5	8	142	295	178	473	
Attorney General	65	71	30	55	28	249	366	286	652	
Audit Office	8	10	7	4	5	34	55	31	85	
Economic Affairs	6	8	—	2	1	17	50	35	85	
Education	39	51	5	11	4	110	277	306	583	
*Executive Council	1	5	—	2	2	10	17	23	40	
Highways	63	112	22	29	8	234	315	286	601	
Industries and Labour	15	45	11	39	7	117	202	154	356	
Lands and Forests	66	46	48	34	10	204	441	179	620	
Mines and Minerals	6	31	14	37	3	91	85	104	189	
Municipal Affairs	18	39	17	23	9	106	182	136	318	
Provincial Secretary	4	13	—	4	1	22	51	44	95	
Public Health	9	58	—	2	3	72	52	166	218	
Public Welfare	16	42	5	24	3	90	84	129	213	
Public Works	21	11	8	2	13	55	118	45	163	
Treasury:										
General Office	5	25	2	2	1	35	23	30	53	
Queen's Printer	18	5	4	2	3	32	43	24	67	
Purchasing Agency	—	3	—	3	2	8	9	23	32	
Treasury Branches	40	83	87	75	6	291	145	259	404	
Totals	457	723	267	355	117	1,919	2,810	2,438	5,248	

*Includes Premier's Office, Executive Council, Legislative Assembly and Library and Public Service Commission staffs.

TABLE II
STAFF LOSSES 1958

Department	Resignations		Dismissals		Retirements		Deaths		Total Staff Losses		Percentage Totals Based on Staff Totals at December 31st, 1958	
	P	T	P	T	P	T	P	T	P	T		
Agriculture	36	92	—	—	1	—	1	—	38	92	27.5	
Attorney General	37	73	2	2	1	—	1	2	41	77	18.1	
Audit Office	6	18	—	—	—	—	—	—	6	18	27.9	
Economic Affairs	5	14	—	—	—	—	—	1	5	15	23.5	
Education	28	119	—	—	2	1	—	—	30	120	25.7	
*Executive Council	3	6	1	—	1	—	—	1	5	7	30.0	
Highways	48	138	4	1	4	2	—	1	56	142	32.9	
Industries and Labour	12	40	—	—	2	1	—	1	14	42	15.7	
Lands and Forests	34	127	7	—	2	—	—	—	43	127	27.4	
Mines and Minerals	16	25	—	—	1	1	—	—	17	26	22.7	
Municipal Affairs	20	52	1	—	4	1	—	—	25	53	24.5	
Provincial Secretary	6	22	—	—	—	—	—	—	6	22	29.5	
Public Health	19	39	—	—	—	—	—	—	19	39	26.6	
Public Welfare	20	22	1	—	5	3	—	1	26	26	24.4	
Public Works	13	24	1	—	—	—	—	—	14	24	23.3	
Treasury (including Treasury Branches)	77	139	6	—	2	1	—	—	85	140	40.5	
Totals	380	950	23	3	25	10	2	7	430	970	26.7	

*Includes Premier's Office, Executive Council, Legislative Assembly and Library and Public Service Commission staffs.

TABLE III
REASONS GIVEN FOR PERMANENT STAFF RESIGNATIONS (1958)

Department	To Be Married	To Take Another of Family Position	Transfer of Family Domicile	To Travel Health	To Study	Family Illness	No Reason Given	Discharged or Dismissed	Retired	Died	Total
Agriculture	16	7	2	2	—	—	8	—	1	1	38
Attorney General	21	6	4	1	—	—	3	2	1	1	41
Audit Office	3	3	—	—	—	—	—	—	—	—	6
Economic Affairs	1	3	—	—	—	—	1	—	—	—	5
Education	17	2	2	—	—	—	4	—	2	—	30
*Executive Council	2	—	—	—	—	—	1	1	1	—	5
Highways	29	5	3	1	1	1	5	4	4	—	56
Industries and Labour	9	1	1	—	—	—	1	—	2	—	14
Lands and Forests	13	2	4	—	2	—	9	7	2	—	42
Mines and Minerals	11	2	2	—	—	—	—	—	1	—	17
Municipal Affairs	15	1	3	—	1	—	—	1	4	—	25
Provincial Secretary	2	3	1	—	—	—	—	—	—	—	6
Public Health	12	2	—	—	—	—	5	—	—	—	19
Public Welfare	11	—	1	—	5	—	1	1	5	—	26
Public Works	2	8	2	—	1	—	—	1	—	—	14
Treasury (including Treasury Branches)	32	14	12	—	7	—	11	6	2	—	86
Totals	196	59	37	4	17	1	49	23	25	2	430

*Includes Premier's Office, Executive Council, Legislative Assembly and Library and Public Service Commission staffs.

TABLE IV
TIME LOST BY EMPLOYEES, 1958

Department	Number of Employees Recording Attendance	Total Days of Absence	Averages per Employee Total Days of Absence	Absence (Days) Allowed With Pay
Agriculture	482	2258	4.68	3.17
Attorney General	617	3705½	6.01	4.72
Audit Office	83	377½	4.55	3.80
Economic Affairs	70	601½	8.59	7.97
Education	470	3933	8.36	4.66
*Executive Council	33	207½	6.29	5.56
Highways	500	3832	7.66	5.99
Industries and Labour	373	1988½	5.33	4.08
Lands and Forests	634	3491	5.51	4.09
Mines and Minerals	195	1311	6.72	5.21
Municipal Affairs	328	1778	5.42	4.32
Provincial Secretary	96	735	7.66	6.58
Public Health	222	1599	7.20	4.80
Public Welfare	194	1434	7.39	5.64
Public Works	151	1459½	9.67	6.22
Treasury:				
General Office	44	284	6.45	5.94
Queen's Printer	72	866	12.03	7.81
Purchasing Agency	32	481½	15.05	5.22
Treasury Branches	436	2073½	4.76	3.73
Totals	5,032	32416	6.44	4.69

*Includes Premier's Office, Executive Council, Legislative Assembly and Library and Public Service Commission staffs.

APPENDIX A

RULES GOVERNING EDUCATIONAL LEAVE

1. Leave from duty for the purpose of taking courses of professional or technical training shall be granted to employees of the provincial government in accordance with these rules.
2. Each application for leave shall be made in writing by the employee or by a responsible officer of the department concerned and shall state:
 - (a) the nature and duration of the course to be taken;
 - (b) whether completion of the course by the employee would be of advantage to the department from the standpoint of improved performance of his current or future duties;
 - (c) whether a fellowship or other financial assistance from any source outside the service is being granted to the employee.
3. Each application for leave shall be subject to approval by the Minister of the department.
4. (1) Leave from duty to take post-graduate or advanced or supplementary professional training may be granted to professional employees—
 - (a) when the department requires an employee to take a course of training in order that he may be better qualified to perform any duties assigned to him or to perform the duties of a position to which he has been or is to be transferred or promoted, or
 - (b) when an employee wishes to take a course of training in order that he may be enabled to perform his current or anticipated duties more effectively, or
 - (c) when an employee wishes to take a course of training which is not essential or relevant to the performance of his current or anticipated duties.
- (2) A period of leave, when granted, shall not exceed one year.
- (3) Each application for leave to take professional training shall be reviewed by the Public Service Commission, and the Commission shall make a report to the Provincial Treasurer on each application, recommending whether and on what terms the leave applied for should be granted.
- (4) The final decision with respect to the granting of leave shall rest with the Executive Council. In each case, leave from duty, when granted, shall be authorized by order of the Lieutenant Governor in Council.
- (5) (a) When leave is granted in the circumstances specified in clause (a) of paragraph (1), the employee's salary, together with tuition fees, travelling and subsistence costs and other legitimate expenses incurred by him in taking the course shall be paid by the department.
- (b) When leave is granted in the circumstances specified in clause (b) of paragraph (1) and the application has been approved as provided by rule 3, the employee shall be paid during his absence from duty 15 per cent of his current

salary for each completed year of his prior service on the permanent staff of the public service up to a maximum of 75 per cent thereof, and he shall receive no other financial aid from the department in meeting the expenses incurred in taking the course.

(c) When leave is granted in the circumstances specified in clause (c) of paragraph (1), no payment of salary or expenses shall be made by the department in respect of the employee's period of absence.

(d) When a fellowship or other separate financial assistance is being granted to the employee, the annual salary on which the salary payments provided for in clauses (a) and (b) are based shall be reduced by the amount so granted. (e.g. If the employee's annual salary is \$6,000.00 and the value of his fellowship is \$1,000.00, he would receive \$5,000.00 as salary for a year's leave or \$2,500.00 for 6 months' leave under clause (1) (a); if he had 4 years' prior service and took leave under clause (1) (b), his salary payment for a year's leave would be 60 per cent of \$5,000.00, or \$3,000.00, or, for 6 months' leave, \$1,500.00.)

(6) When leave is applied for in the circumstances specified in clause (a) or (b) of paragraph (1), the employee shall sign a written undertaking to the effect that, as a professional obligation to his employer, he is prepared to remain in the public service after completion of the training course for a minimum period equal to four times the period of the course and that during the said minimum period he will not voluntarily resign from the public service. If the employee does so resign, the violation of his undertaking shall be reported by the Director of Personnel to his new employer and to the professional organization of which he is a member.

5. Leave from duty to take advanced or supplementary technical training may be granted to technical employees under the same conditions and on the same terms as are set out in clauses 4 (1) and (5) above, provided, however, that the period of leave shall in no case be longer than three months.

APPENDIX B

RULES GOVERNING DISCIPLINARY PROCEDURE

(Authorized by the Executive Council, October 23rd, 1958)

i. If an employee's performance of his duties is unsatisfactory or if he is guilty of misconduct, neglect of duty or breach of discipline, he may be penalized by—

- (a) reprimand;
- (b) suspension of salary increases;
- (c) reduction of salary;
- (d) demotion;
- (e) suspension from duty, or
- (f) termination of service

in accordance with the rules and procedure set out hereunder.

2. **Temporary Employees.** In the case of full-time salaried employees **not under permanent appointment**, disciplinary action as above may be taken by any duly authorized officer of the department concerned, provided that—
 - (a) suspension of salary increases, reduction of salary, demotion or temporary suspension from duty shall be imposed only if authorized by the deputy minister upon written report of the branch head or other supervising officer, and
 - (b) an employee whose performance of his work is unsatisfactory may be dismissed upon two weeks' notice or with not more than two weeks' pay in lieu of notice by the head of the branch, subject to prior confirmation of such action by the deputy minister, and
 - (c) an employee who is guilty of misconduct, neglect of duty or breach of discipline may be dismissed without notice or be suspended from duty pending his dismissal, subject to prior confirmation thereof by the deputy minister and to the employee's right to appeal against the dismissal.
3. **Permanent Employees.** In the case of an **employee under permanent appointment** the following rules shall apply—
 - (1) No disciplinary action except by way of reprimand, may be taken by the branch head (or other supervisor) alone and without reference to higher authority.
 - (2) If an employee's performance of his duties is unsatisfactory, he may be penalized, subject to the approval of the deputy minister, by suspension or postponement of salary increases, reduction of salary or demotion and/or he may be placed on probation for a period of two to six months pending a further review of his performance of his work, in which case the head of the branch shall notify the employee in writing as to the nature of the penalty being imposed and as to those aspects of his work in which his performance is considered to be deficient.
 - (3)
 - (a) If the performance of the work of a permanent employee who has been placed on probation has not improved sufficiently during the period of probation to warrant continuation of his appointment or if, because of misconduct, neglect of duty or breach of discipline, it is proposed to terminate the service of a permanent employee, the branch head shall report the circumstances in writing to the deputy minister.
 - (b) If the deputy minister or the Minister of a department is of the opinion that the employee's service should be terminated, he may order his suspension from duty and the deputy minister shall give written notice to the employee stating—
 - (i) that the department proposes to terminate his service either by dismissing him or requiring his resignation;
 - (ii) the reasons therefor;
 - (iii) the date of effect of his suspension;

- (iv) that the employee may appeal against the termination of his services by forwarding written notice of appeal to the Chairman of the Public Service Commission within 10 days of the date of the notice of his suspension, and
- (v) that if no appeal is made, the employee's dismissal or resignation will be effective as of the date of his suspension.
- (c) A copy of the notice of suspension shall be forwarded by the deputy minister to the Chairman of the Public Service Commission.
- (d) If an appeal is received from the suspended employee, the same shall be reported by the Chairman of the Public Service Commission to the Chairman of the Joint Council, and the Joint Council may make such investigation of the matter as it deems proper and shall report through its Chairman to the Executive Council.
- (e) Upon report of the Joint Council, the final decision as to whether the employee shall be dismissed, required to resign or be otherwise disciplined shall rest with the Executive Council.

APPENDIX C

SICK LEAVE (PART-TIME EMPLOYEES)

(Order-in-Council 941/50 amended by Order-in-Council 1361/58)

- 10 (1) Each part-time employee who is regularly employed and who works—
- (a) not less than three (3) hours on each working day, or
 - (b) not less than seven (7) hours per day on not less than two (2) fixed days per week or not less than ten (10) fixed days per month,
- at a monthly, daily or hourly rate of pay and whose duties are performed during the normal working hours for the class of work involved shall in the event of his illness be eligible for sick leave with pay in accordance with the provisions of these Regulations.
- (2) The period of service rendered by a part-time employee prior to the coming into force of this Regulation shall be taken into account in reckoning any sick leave to be granted to him.
- (3) The foregoing provisions shall not apply to any person who is employed under contract or on a fee basis.

PAY IN LIEU OF HOLIDAYS (PART-TIME EMPLOYEES)

(Order-in-Council 1736/56 amended by Order-in-Council 1361/58)

- 17 (1) Each part-time employee who is regularly employed and who works—
- (a) not less than three (3) hours on each working day, or
 - (b) not less than seven (7) hours per day on not less than two (2) fixed days per week or not less than ten (10) fixed days per month.

at a monthly, daily or hourly rate of pay and whose duties are performed during the normal working hours for the class of work involved shall receive pay in lieu of annual holidays at the rate of six per cent (6%) of his basic rate of salary or wages.

(2) Holiday pay shall be designated as such and shall be paid with the employee's salary or wages at the end of each pay-period.

(3) The foregoing provisions shall not apply to any person who is employed under contract or on a fee basis.

APPENDIX D
ANNUAL REPORT
of the
SUGGESTION AWARD BOARD
for the year ended December 31st, 1958

The Suggestion Award Board was established on August 1st, 1958, by Order-in-Council 1108/58 which also set forth regulations governing the operation of the Suggestion Award Plan. That order-in-council appears at the end of this report.

The Board held its first meeting on August 21st, 1958, and appointed Mr. J. H. Holloway as its Chairman, Mr. J. E. Oberholtzer was appointed Vice-Chairman and Mr. M. A. St. J. de Branscoville was appointed as Secretary to the Board.

Steps were taken to publicize the Suggestion Award Plan by the posting of notices on the various departmental bulletin boards and by an article published with the co-operation of the Civil Service Association in The Civil Service Bulletin. The latter medium of publicity continued in use during the rest of the year.

Some disappointment at the quality of the earlier suggestions received was felt by the Board, but towards the end of the year, a considerable improvement was noticeable. To save the time of the Board as a whole, and also the time of departmental appraisal committees, it was agreed that suggestions should be reviewed on receipt by the Chairman and Secretary, who were authorized to reject any which were (a) evidently frivolous; (b) duplications of previous suggestions; (c) in the nature of grievances, or (d) outside the Board's terms of reference.

Copies of otherwise valid suggestions are forwarded immediately to the members of the Board and to the appropriate departments for appraisal. On report by those departments, each suggestion is considered by the Board as a whole and is either rejected or reported to the Provincial Treasurer as acceptable with the Board's recommendation as to the award to be paid to the suggestor.

During the five months of operation of the plan in 1958, 102 suggestions were received. Six were accepted and awards therefor in a total sum of \$125.00 were paid. To promote wider employee interest in the plan, the Board was able to arrange for good newspaper coverage of the granting of those awards. The first award, made jointly to two members of the staff of the Research Council of Alberta, was the subject of a special presentation ceremony at which Mr. Oberholtzer presented the award cheques to the suggestors.

SUGGESTION AWARD PLAN STATISTICS

For the Period August 1st, 1958, to December 31st, 1958

Department	Number of Eligible Employees	Number of Suggestions Received	Number of Suggestions Approved and Cash Awards	Suggestions Under Investigation	SUGGESTIONS				NOT ACCEPTED		
					Suggested Practice Already in Operation	Duplication of Previous Suggestion	Not Within the Terms of Reference	Not Practical for Administrative or Other Reasons	Not Acceptable as No Benefit Would Result	Already Tried and Discarded	
Agriculture	485	1	—	1	—	—	—	—	—	—	—
Attorney General	1026	6	—	—	5	—	—	1	—	—	—
Audit	87	—	—	—	—	—	—	—	—	—	—
Civil Defence	43	6	—	—	2	1	1	1	1	—	—
Economic Affairs	86	8	1 \$10.00	1	3	—	1	3	—	—	—
Education	583	3	—	2	—	—	—	1	—	—	—
Executive Council	38	8	1 \$25.00	1	1	—	—	3	2	—	—
Health	2400	4	—	2	—	—	—	2	—	—	—
Highways	7765	9	—	6	1	1	—	—	1	—	—
Industries and Labour	356	13	—	5	3	—	1	2	1	1	—
Lands and Forests	620	12	1 \$35.00	—	6	—	—	5	—	—	—
Mines and Minerals	194	1	—	1	—	—	—	—	—	—	—
Municipal Affairs	318	8	—	5	1	—	1	1	—	—	—
Provincial Secretary	95	1	—	1	—	—	—	—	—	—	—
Public Welfare	203	3	2 \$35.00	—	—	1	—	—	—	—	—
Public Works	1643	11	—	2	4	—	2	1	1	1	—
Treasury	53	2	—	1	1	—	—	—	—	—	—
Treasury Branches	404	2	—	—	1	—	—	—	1	—	—
Research Council	110	4	1 \$35.00	1	—	2	—	—	—	—	—
Totals	16509	102	6 \$125.00	29	28	5	6	20	7	2	—

Statistics on the suggestions received from employees in the various departments, with a breakdown of the general reasons for rejecting those found to be unacceptable are set out in the tabulation on the next page. The majority of suggestions so far received have dealt with ideas for improving service to the public or for the more efficient conduct of departmental operations. Only a few have had reference to the saving of expenditure.

It cannot be said that the Board is entirely satisfied with the manner in which the Suggestion Award Plan has operated during its early stages. There have been some difficulties in getting it accepted as a recognized method of improving efficiency and economy in the Public Service, and the Board has not yet solved the problem of how to deal with senior departmental officers who tend to regard bona fide suggestions as a reflection upon their methods of management. It is felt, however, that these problems are no more than teething troubles and that they can be dispelled by the development of closer liaison between the Board and the members of departmental appraisal committees. It needs to be recognized that a plan of this nature cannot be expected to prove its worth right at the outset, nor can it be expected to run like clockwork from its very beginning. The Board has in mind various ways and means of improving the operation of the plan, and it will be glad to receive any suggestions which may assist it in that aim.

J. H. HOLLOWAY,
Chairman.

O.C. 1108/58

Approved and Ordered,

(Signed) JOHN J. BOWLEN,
LIEUTENANT-GOVERNOR.

Edmonton, Wednesday, July 30th, 1958.

Upon the recommendation of the Honourable the Provincial Treasurer, dated July 23rd, 1958, the Executive Council advises:

THAT, pursuant to the provisions of section 32 of THE PUBLIC SERVICE ACT, being chapter 263 of the Revised Statutes of Alberta, 1955, the regulations appended hereto, governing the operation of a Suggestion Award Plan, be and are hereby made effective on and from the First day of August, 1958, and

THAT, effective the First day of August, 1958, the following be and they are hereby appointed as members of the Suggestion Award Board referred to in Clause I of the said regulations:

JOHN H. HOLLOWAY, Chairman, Public Service Commission;
KENNETH J. HAWKINS, Deputy Provincial Treasurer;
ELBORNE R. HUGHES, Deputy Provincial Secretary;
JOHN E. OBERHOLTZER, Deputy Minister of Industries and Labour;
HEBER G. JENSEN, Deputy Minister of Lands and Forests;
LEWIS E. STEWART and DANIEL SCHNEIDER, representing the Civil Service Association of Alberta.

(Signed) ERNEST C. MANNING,
Chairman.

REGULATIONS GOVERNING THE OPERATION OF A SUGGESTION AWARD PLAN

1. There is hereby appointed a Suggestion Award Board, consisting of the Chairman of the Public Service Commission, the Deputy Provincial Treasurer, the Deputy Provincial Secretary, the Deputy Minister of Industries and Labour, the Deputy Minister of Lands and Forests and two nominees of the Provincial Executive of the Civil Service Association of Alberta.
2. The Board shall appoint a Chairman and a Vice-Chairman from amongst its members.
3. Four members of the Board (including one of the Association nominees) shall constitute a quorum.
4. The functions of the Board shall be—
 - (a) to publicize the Suggestion Award Plan throughout the Public Service by such means as may be practical and appropriate;
 - (b) subject to the other provisions of these regulations, to establish suitable procedures for the submission and evaluation of suggestions made by employees in the Public Service which may be of practical value for—
 - (i) the improvement of work methods, procedures or systems,
 - (ii) the standardization of procedures in government departments,
 - (iii) the reduction of administrative or operating costs,
 - (iv) the elimination of unnecessary operations,
 - (v) the provision of better service to the public,
 - (vi) the saving of time, materials, supplies, equipment or manpower,
 - (vii) the elimination of waste or the utilization of waste materials,
 - (viii) the improvement of tools, machinery or equipment,
 - (ix) the reduction or elimination of accidents and fire and work hazards,
 - (x) the betterment of work conditions in respect of safety, health and sanitation,or which may contribute in any manner to greater efficacy or reduced costs in the execution of any of the operations or services carried out by the Public Service.
 - (c) to recommend to the Lieutenant Governor in Council the amount of the award to be granted to any employee for an acceptable suggestion made by him.
5. Meetings of the Board, the appointment of a secretary and any necessary clerical assistants and other matters relevant to the proper execution of the Board's functions shall be arranged by the Board in accordance with the provisions and general intent of these regulations and subject to the approval of the Provincial Treasurer.

6. (1) Any employee in the Public Service, other than members of the Board, or two or more employees jointly may submit to the Board any suggestion of the nature referred to in Regulation 4(b).

(2) Each suggestion shall be set forth in writing over the signature of the employee or employees submitting the same and shall be delivered or mailed to the secretary of the Board.

7. (1) The Board may make arrangements with the Deputy Minister of each department for the appointment of a departmental suggestion appraisal committee.

(2) To assist it in determining the value of any suggestion, the Board may refer the same to the appropriate departmental committee or committees or to any other person, body or departmental branch for investigation and evaluation.

(3) When any suggestion is so referred by the Board, the name of the employee who has submitted the same shall not be disclosed by the Board.

8. (1) The Board shall see that all suggestions are investigated with proper diligence and within sixty days of the date of submission of any suggestion, shall inform the suggestor as to the acceptability of his suggestion or as to the progress made in investigating the same.

(2) Upon completion of the investigation of each suggestion, the Board shall report through the Provincial Treasurer to the Lieutenant-Governor in Council as to the amount of the award, if any, which should be granted to the Employee or employees who submitted the same.

(3) In the case of accepted suggestions which, on implementation, would result in a saving of costs, the award shall not exceed ten per cent of the estimated savings which would be effected during the first year of implementation of the suggestion or \$5,000.00, whichever is the lesser.

(4) In the case of accepted suggestions which cannot be readily evaluated on a monetary basis, the Board may recommend the granting of such award as it may consider reasonable.

(5) The minimum award for any accepted suggestion shall be ten dollars.

(6) For any suggestion which, for technical or administrative reasons, cannot be implemented in the form submitted, but which shows a conscientious effort on the part of the suggestor or which leads to the adoption of other measures for attaining the same end, the Board may recommend a token award not exceeding twenty-five dollars.

(7) An award shall not be made for any suggestion which the suggestor might reasonably be expected to make in the normal course of his duties, but he may be granted an award for a suggestion which, in the opinion of the Board, goes beyond the regular requirements of his position and if it were not made in the normal course of his duties, would indicate no lack of efficiency on his part.

(8) The amount of each award to be granted shall be as authorized by the Lieutenant-Governor in Council.

9. The Provincial Treasurer shall have charge of the funds appropriated for operation of the Suggestion Award Plan and shall make payment of awards in cash as authorized by the Lieutenant Governor in Council.

10. (1) The Board may make provision for the granting of awards in kind instead of in cash in cases where the monetary value of the award is less than twenty dollars.

(2) A list describing the available awards in kind shall be published by the Board.

(3) Acceptance of an award in cash or in kind shall be at the option of the suggestor.

11. The Board shall prepare an annual report of its transactions and the same shall be submitted to the President of the Executive Council as part of the Annual Report of the Public Service Commission.

